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UNITED STATES GOVERNMENT

Memorandum

TO : Director of Basic and Geographic Intelligence

DATE: 10 December 1970

FROM :

[Redacted]

SUBJECT: Establishment of a Management Improvement Program

A. Management Effectiveness Goals

1. [Redacted] is currently involved in its most dynamic management effectiveness goal since 1950. Although conceived in late FY 1970, a major reorganization of the Division will take place during FY 1971. The complete implementation of this effort will be accomplished in two phases and will ultimately improve the operating efficiency of the Division.

a. Phase I. This portion of the reorganization involves a reduction in the number of branches from six to three. Specifically it combines the four former compilation branches into one research branch and thereby provides centralized control over the Division's research effort. Also, it releases three former branch chiefs to concentrate entirely on substantive production of intelligence maps.

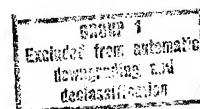
b. Phase II. Since 1951, [Redacted] has been separated from the Division for security reasons and has been located in the [Redacted]

[Redacted] has also been separated for the same reason. The administrative and logistical problems, inherent in this situation, will diminish when all branches of the Division will eventually be co-located on one floor in Headquarters Building in a "Satellite" All Source area. All facilities of common concern, such as lab room, type setting equipment, supplies, vault space, etc., will no longer have to be duplicated. Temporary assignments of personnel to handle special projects bearing code-word classification will no longer be required and overall communication between the Division front office and the individual branches will improve.

2. In July 1970 the [Redacted] conducted a comprehensive survey of its activities and prepared a report which defined the duties and responsibilities as they relate to personnel assignments. The aim of this study was to clarify the many questions which arose during the IG Survey in FY 1970. Eventually there will be a sorting out of assignments so that the expertise available in the Division will be properly



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utilized i.e., a map will be done by a cartographer and a chart or graph will be assigned to a visual information specialist.

3. Time and motion studies of the operating procedures in the Division will result in increased efficiency and a reduction in cost during FY 1971. A pin-registry system will be fully implemented to save time registering map plates, a time and attendance record system is being developed to reduce the number of errors encountered in the present system, recommendations will be submitted to reduce the amount of Records Center space required to store Agency maps, and supervisors will be more severely judged on cost consciousness in their Fitness Reports.

4. Training is considered an essential ingredient in management effectiveness goals. An overall plan is being developed to take full advantage of the Agency's training facilities. The Division will continue to offer to all new employees its in-house cartographic training course which includes an emphasis on the judicious use of supplies and equipment. Management development programs will be continued to enhance the effectiveness of supervisors. All personnel will receive appropriate indoctrination in the potential of the computer/plotter system with the aim towards increased productivity. The position of Special Assistant for ADP has been established this fiscal year to speed-up the development of World Data Bank II and to bridge the gap between cartographic research and the automated production of separation plates.

B. Cost Reduction Goals

It is difficult to estimate the dollar value of cost reduction goals since the capital investment of hardware--particularly ADP hardware--is substantial. However it is anticipated that productivity will increase and that the overtime for FY 1971 will be reduced by one man-year. It should be emphasized that the Division is providing support via automation which previously could not be accomplished manually. The constant demand for faster turn-around time, particularly in supporting current intelligence reporting programs, forces the Division to be on a constant lookout for more efficient production techniques.



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